Operation UNIFIED ASSISTANCE Lessons Learned Data Collection

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Outline

- **Situation on Dec 24**
- **Tsunami overview**
- **“The Majors” – considerations for prolonged, intense, info collection**

Situation on Dec 24

- One JLLS at USPACOM
- Minimal JLLP infrastructure
  - USPACOM Inst
  - Collection tool
  - LLP fragmented
- Good command support and interest

Tsunami Relief Major Events

CJCS WARNORD
S/U JTF 536

P-3's, C-130's, KC-135's arr Utapao
S/U JIACG-FS

Deploy MPAT

1st PACOM Press Conf

JTF transitions to CSF 536

CDR USPACOM testimony

CSF 536 shifts C2 to Utapao

MPAT arr

Dec 04 27 28 29 30 31 **Jan 05** 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 **Feb 05** 1 2 3 4 5 6 7 8 9 10 11 12 13

QUAKE/ TSUNAMI 260058ZDec 04

Abe Lincoln (CSG 9) U/W

Bon Homme Richard (BHR), ESG 5 U/W

JTF 536 FCE to Utapao

DRAT arr TH

MPS U/W Guam

DRAT arrives SL and IN

AL, CSG 9 arr ivo Banda Aceh

CJTF 536 arrives Utapao.

SECSTATE arr ROA

ESG 5 (BHR) ivo Banda Aceh

Gov Bush visits ROA

PACOM EXORD

MV Lummus ivo Colombo

MV Pless ivo Banda Aceh

S/D CSG-TH

PACOM Transition PLANORD

ESG 5 (BHR) Out-chop

ESSEX arr ivo NW Sumatra

MV Bonnyman ivo Colombo

Dep SECDEF and CDR USPACOM visit ROA

Kofi Annan visits ROA

ALCSG 9 ceases Helo Ops

ALCSG 9 Out-chops

ESSEX ceases Helo Ops

ESSEX Out-chops

S/D CSG-SL

Mercy arrives ROA

S/D CSG-I

S/D CSF-536

“The Majors”

- **Determining Mission**
- **Augmentation**
- **Product**
- **Gathering Info**
- **Command Participation**
- **Outside Interest**
- **Transformation**
- **Perseverance**

Mission

PACOM J7 will produce a consolidated report of Lessons Learned during the planning, coordination, and execution of Asia Tsunami relief operations in order to facilitate future operations.

Mission

- **Mission given 1 Jan:**
  - **Internal to USPACOM**
  - **Focus: PACOM and Tier 1 and Tier 2 “seams”**
  - **Focus Areas developed by J70**
  - **Not an AAR**
  - **Coordinate with outside LL collectors**
  - **Active and Passive Collection**
  - **Augmentation: initially JFCOM, then NORTHCOM**
  - **Periodic Updates to Command**

Background

Focus Areas and Team Organization

FOCUS AREAS

- International Coordination
- National Coordination
- International Org (IO) Coordinatio
- Coalition Relations
- Opn'l Obj & Methods of Effectiven
- Assessment
- Transition
- Strategic Communications
- MPAT / SJFHQ
- Joint Interagency Coord Gp
- LNO Requirements at COCOM

Lessons Learned Team

- Tier 1 (Camp Smith)
  - PACOM: 3
  - NORTHCOM: 2
  - JFCOM: 2 (later, 3)
- Tier 1/2 Seams (CSF 536)
  - PACOM: 1
  - JFCOM: 1

PLUS: 3 JFCOM analysts!

Augmentation

- Selecting, Approval of Augmentees
- Work Space
- Connectivity, communications
- Organization
- Arrival/departure dates
- Appreciation
- TOR? None

Product

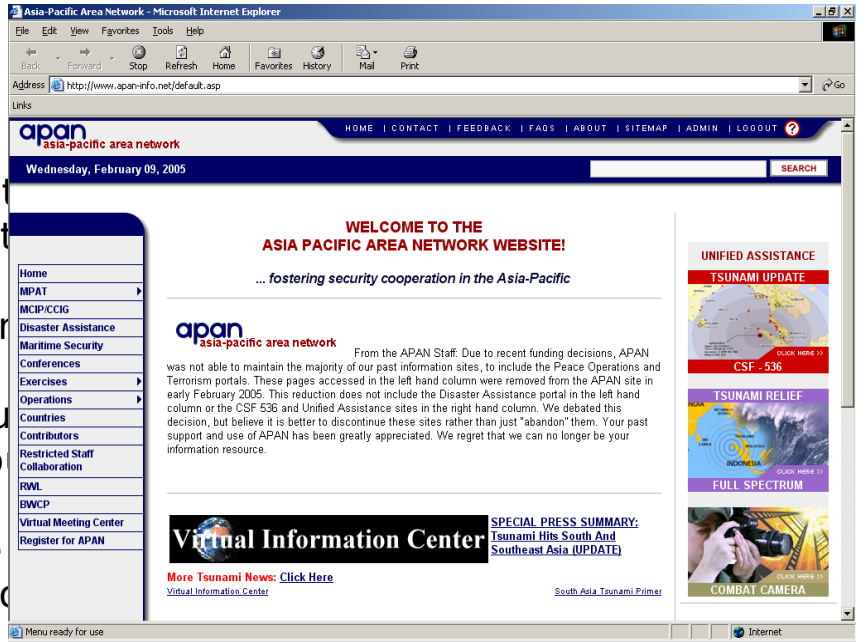
- Decision on what Product
- Building the brief
- Slidology and Sources of input
- Vetting, Coordinating
- Obtaining Approval
- Classification, Foreign Disclosure

Asia-Pacific Area Network (AP

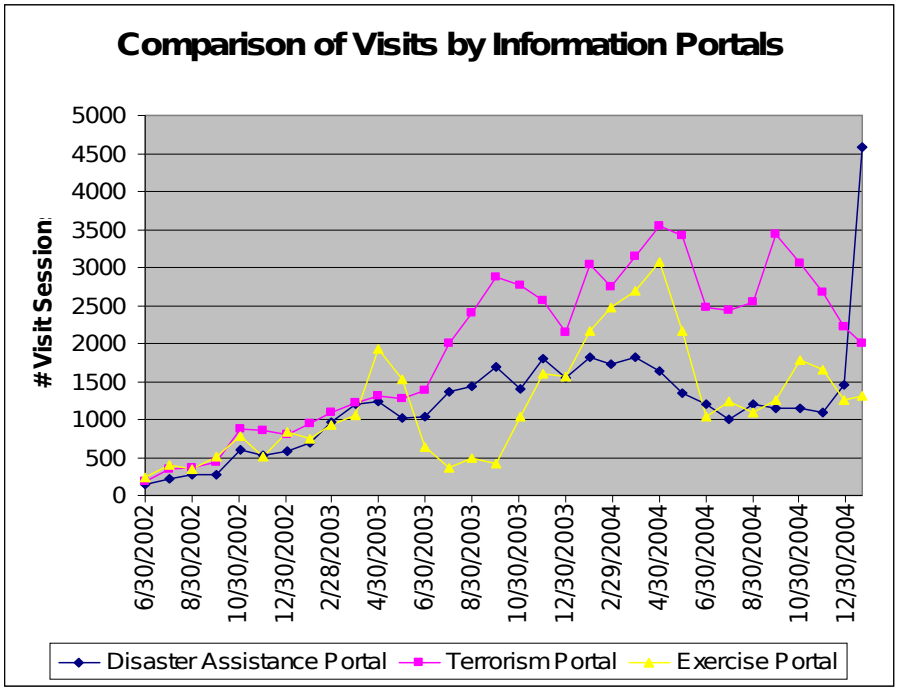
Finding: APAN provided military, interagency, national, and international organizations information resources and a collaborative planning environment that greatly increased the effectiveness of Combined Support Force (CSF-536) and Combined Coordination Center (CCC) operations.

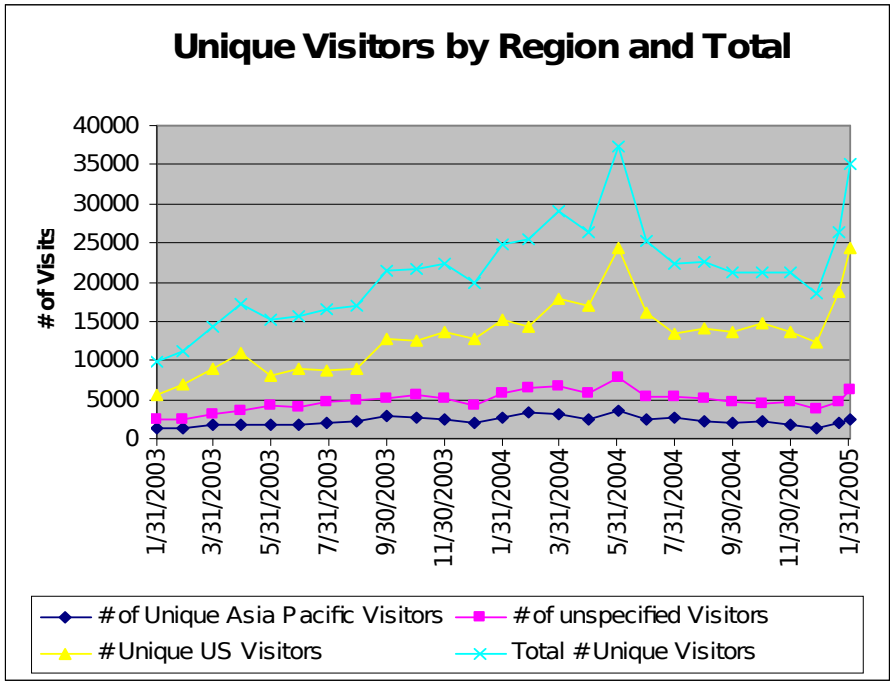
Context: APAN is an unclassified, world wide web site offering information resources and a collaborative planning environment as a means to greater defense interaction, confidence-building, and enhanced security cooperation in the Asia-Pacific area. APAN was established in 2000 and hosted by U.S. Pacific Command.

Why It Happened:
- Used extensively by MPAT as a collaboration tool for Tempest Express and workshops.
- Early decision by III MEF to use the open internet for information sharing, quickly adopting APAN as the host for their web page as a means to disseminate informat
- Used by the JIACG-FS to establish a web page for dissemination of information to interagency and interr organizations.
- APAN saw a significant increase in usage (>300%) du Unified Assistance by all types of organizations and co throughout the world.
- Upcoming budget reductions will significantly reduce capability of APAN and its ability to support an operatic like Unified Assistance in the future.


Asia-Pacific Area Network - Microsoft Internet Explorer
http://www.apan-info.net/default.asp
apan
asia-pacific area network
HOME | CONTACT | FEEDBACK | FAQS | ABOUT | SITEMAP | ADMIN | LOGOUT
Wednesday, February 09, 2005
SEARCH
Home
MPAT
MCIP/CCIG
Disaster Assistance
Maritime Security
Conferences
Exercises
Operations
Countries
Contributors
Restricted Staff Collaboration
RWL
BWCP
Virtual Meeting Center
Register for APAN
WELCOME TO THE
ASIA PACIFIC AREA NETWORK WEBSITE!
... fostering security cooperation in the Asia-Pacific
From the APAN Staff: Due to recent funding decisions, APAN was not able to maintain the majority of our past information sites, to include the Peace Operations and Terrorism portals. These pages accessed in the left hand column were removed from the APAN site in early February 2005. This reduction does not include the Disaster Assistance portal in the left hand column or the CSF 536 and Unified Assistance sites in the right hand column. We debated this decision, but believe it is better to discontinue these sites rather than just "abandon" them. Your past support and use of APAN has been greatly appreciated. We regret that we can no longer be your information resource.
Virtual Information Center
SPECIAL PRESS SUMMARY: Tsunami Hits South And Southeast Asia (UPDATE)
More Tsunami News: Click Here
Virtual Information Center
South Asia Tsunami Primer
UNIFIED ASSISTANCE
TSUNAMI UPDATE
CSF - 536
TSUNAMI RELIEF
FULL SPECTRUM
COMBAT CAMERA
Menu ready for use
Internet

Recommendation:
- Continue use of APAN to support multinational security cooperation in the area.
- Reconsider funding reductions that would decrease APAN capabilities.
- Increase use of APAN during exercises, especially those involving interagency and international organizations.





Web Trends Data For APAN Basic Site from 28 Dec – 19 Jan

Hits	**Entire Site**	**746,998**
	Average Per Day	**32,478**
	Document views	**38,736**
Page Views	**Page Views**	**153,114**
	Average Per Day	**6,763**
	Document Views	**89,781**
Visitor Sessions	**Vistor Sessions**	**26,396**
	Average per Day	**1,147**
	Average Session Length	**00:23:46**
	International	**13.13%**
	Unknown Origin	**17.65%**
	Within US	**69.21%**
	Unique Visitors	**9,848**
	Visitors Visited Once	**7,378**
	Repeat Visitors	**2,470**

Most Active Countries (28 Dec – 19 Jan)

United States	Japan	Canada	AU
Singapore	Thailand	UK	Netherlands
France	Philippines	Italy	Taiwan
Germany	Saudi Arabia	Belgium	Indonesia
Sweden	Viet Nam	Malaysia	India
Portugal	Mexico	New Zealand	Switzerland
Finland	Denmark	Austria	Russian Federation
Brazil	South Africa		

"The Majors"

Gathering Info/Producing Findings

- Collection Mgt Plan
- "Tell the Story"
- Who to Interview
- What to Attend
- Maintaining, cataloging Info
- To Tape or Not To Tape
  - Transcribing
  - Classification
  - Rules of Evidence
  - Attribution

Summary of Findings - 1

- Readiness and Operations
  - Objectives, MOEs, & Assessment
  - Speed and Capacity of Response
  - Distribution Management
  - Transition to Recovery
  - Improving Preparedness
- Command and Control
  - Operations in Unclassified Environment
    - APAN
    - Internet Coordination

Summary of Findings - 2

- Interagency/Multinational Coordination
  - Theater Security Cooperation (TSC)
  - Joint Interagency Coordination Group (JIACG-FS), Interagency and International Organization Coordination
  - Multinational Planning Augmentation Team (MPAT)
  - Multinational Coordination
- Strategic Communications
  - Strategic Communications
    - Public Affairs (PA)
    - Strategic Information Coordination Cell (SICC)
    - Pacific Influence Working Group (PIWG)

Summary of Findings - 3

- Special Staff
  - Legal Staffing and Funding for HA/DR
  - USNS Mercy

"The Majors"

Command Participation

- **Command Message**
  - **Notification of Active Collection**
  - **Establish POCs in Directorates**
  - **Passive Input means**
- **Collection Tool**
  - **SIPR**
  - **NIPR/APAN**

Edit View Favorites Tools Help

Back Search Favorites History

dress http://www.jcll.jwfc.jfcom.smil.mil/ Go Links

Joint Lessons Learned Program (JLLP)

Search JLLP Database

This is the public entry point into the JLLP Database providing four types of searches to assist you with locating lessons in the database.

Observation Input

This is the public entry point into the JLLP Database providing two ways for you to submit your observations.

Contact JCOA-LL Help Desk

Monitoring - Observation Analysis Management

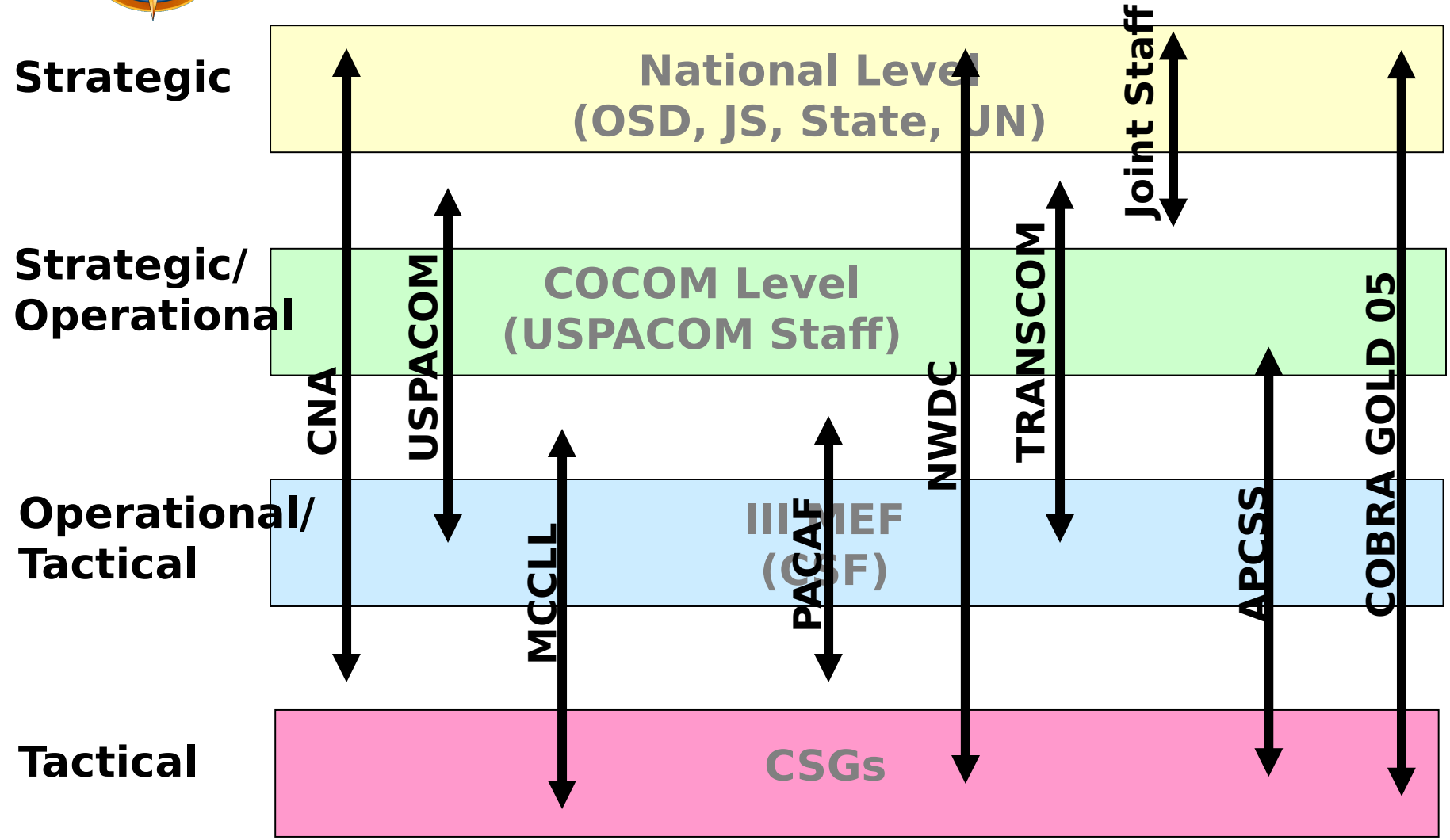
Internet

Outside Interest

- Interest by visitors prior to Approval
- Coordination with Outside Collectors
- Cobra Gold
- Asia Pacific Center for Strategic Studies
- Foreign Visitors

Methodology

Coordination of Collection Teams



February Snapshot
Contributors to Success

- **Speed & Capacity of PACOM Response**
- **Standup and Deployment of Joint Task Force / Combined Support Force**
- **Multi-national Coordination**
- **Non-military Coordination**
- **Managing the Message**
- **Transition Planning**

"The Majors"

Transformation

- The Most Important
- Without Transformation, Lessons Remain Noted; not Learned
- Focus of Command Briefs from start
- Fwd Strategic National to Joint Staff
- Work War Fighter Issues Internally
- Director Level Issues
- Inputs from III MEF, USPACAF, NLLS

The Way Ahead

- **Institutionalize War Fighter Issues and Lessons Learned**
  - **Actions for input to War Fighter Issues Program at USPACOM**
  - **Actions to forward to Joint Staff (Strategic/National Issues)**
- **Releasing this brief to interested outside agencies**
- **Compilation of other lessons learned reports for posting on web site**
- **Cataloging of director level reports and post on web site**

Compilation of other Lessons Learned

Status:

- ✓ **USTRANSCOM: received**
- ✓ **CNA: received**
- ✓ **MCCLL: posted on USMCLL web site**
- ✓ **CSF 536: received**
- ✓ **PACAF: received**
- **Joint Staff: waiting**
- ✓ **NWDC: received**
- ✓ **APCSS: Exec Summary received**
- ✓ **CALL: received**

Perseverance

- **Six months, 5 days from start to approval of findings**
  - **Release of findings held pending approval**
  - **COCOM Chg of Command 26 Feb**
  - **Change of Deputy in July**
  - **Other exercises continuing as planned**
  - **Momentum slows but not gone**
- **Transformation process beginning now**

Summary

- **Unique Operation**
  - **Time, distance, sudden onset, internat'l participation, magnitude of response; simultaneous deployment, assessment, execution, transition, redeployment**
- **Unique Lessons Learned Collection**
  - **COCOM focus, COCOM assist, JFCOM in supporting role, unique product, active collex**
  - **Steep learning curve**

What I Need Before Next Time

- Lessons Learned Program
- Collection Tools
- Take the Initiative in Recommending Guidance
- Anticipate Augmentation
- Anticipate Collection Focuses

QUESTIONS?